MASTER
NEGATIVE
NO.94-82168-9

COPYRIGHT STATEMENT

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials including foreign works under certain conditions. In addition, the United States extends protection to foreign works by means of various international conventions, bilateral agreements, and proclamations.

Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship, or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement.

The Columbia University Libraries reserve the right to refuse to accept a copying order if, in its judgement, fulfillment of the order would involve violation of the copyright law.

Author:
Rochester, N.Y.

Title:
Report of the Civic committee on...

Place:
[Rochester]

Date:
1930

94-82168-9
MASTER NEGATIVE #

COLUMBIA UNIVERSITY LIBRARIES
PRESERVATION DIVISION

BIBLIOGRAPHIC MICROFORM TARGET

ORIGINAL MATERIAL AS FILMED - EXISTING BIBLIOGRAPHIC RECORD

BUSINESS
264
R58

Rochester, N. Y. Civic committee on unemployment.
Report of the Civic committee on unemployment and a plan to reduce the amount necessary to be expended by the city for public welfare. [Rochester, Civic committee on unemployment, 1930.
cover-title, 48 l. incl. tables, diagrs.

"Pursuant to the agreement entered into July 29, 1930, between the City of Rochester and Henry H. Stebbins, Jr., Meyer Jacobstein ... [etc., etc.,] constituting the Executive committee of the Civic committee on unemployment, the attached report ( ) is submitted."

RESTRICTIONS ON USE:

TECHNICAL MICROFORM DATA

FILM SIZE: 35mm REDUCTION RATIO: 12:1 IMAGE PLACEMENT: (IA) IIA IB IIB

DATE FILMED: 7-15-94 INITIALS: KWB

TRACKING # : MSH 01824

FILMED BY PRESERVATION RESOURCES, BETHLEHEM, PA.

PM-MGP 13″x18″
METRIC GENERAL PURPOSE TARGET
PHOTOGRAPHIC

200 mm

150 mm

100 mm

A3

A4

A5

1.0

1.1

1.25

1.4

1.6

1.8

2.0

2.2

2.5

2.8

3.2

3.6

4.0

4.5

5.0

5.6

6.3

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

1.0 mm

1.5 mm

2.0 mm

2.5 mm

PRECISION℠ RESOLUTION TARGETS

Century A&P

1303 Geneva Avenue
St. Paul, MN 55119

Rochester. Civic committee for unemployment.
Report. 1930

D264 R58

Columbia University
in the City of New York

LIBRARY

School of Business

REPORT

OF THE CIVIC COMMITTEE
ON UNEMPLOYMENT

And A

PLAN

TO REDUCE THE AMOUNT NECESSARY
TO BE EXPENDED BY THE CITY
FOR PUBLIC WELFARE

December 30, 1930

May 12, 1939 W.P.A. Tech

Pursuant to the agreement entered into July 29, 1930, between the City of Rochester and Henry H. Stebbins, Jr., Meyer Jacobstein, William C. Barry, Herbert W. Bramley, Marion B. Folsom, James E. Gleason, Oscar W. Kuolt, William E. Weld, W. Earl Weller, Roland B. Woodward, constituting the Executive Committee of the Civic Committee on Unemployment, the attached report is submitted.

COLUMBIA
UNIVERSITY
LIBRARY

D264
R58

A PLAN TO REDUCE THE AMOUNT NECESSARY TO BE EXPENDED BY THE CITY FOR PUBLIC WELFARE

****

Introduction and Summary

***

Early in 1930, a number of Rochester citizens together with the City and County officials recognized that we were entering upon a period of slackened business activity with its attendant unemployment and human welfare problems. These citizens, with the cooperation of officials, organized the Civic Committee on Unemployment and immediately launched upon a program of emergency action to overcome as much of the ill effects of a depression as possible. At the same time it undertook a careful analysis of the problems of employment so that in due time constructive measures could be formulated and adopted which would measureably decrease unemployment locally and promote public welfare.

The first attack on the problem was made by the subcommittee on Stabilization of Employment with Mr. James E. Gleason, President of Gleason Works, as Chairman. This subcommittee mobilized sixteen key men from leading industrial and retail store groups who set about finding what the various employers could do to keep workers at gainful occupations. A "code of emergency measures" was suggested which was put into practice by a large number of employers. Employees who otherwise would be out of work were used for alterations, repairs and cleaning. Workers were kept busy manufacturing for stock. Short time was resorted to in place of lay-off. Where a lay-off was necessary, careful consideration was given to the need of the worker. This Committee also made inquiry into methods in use in Rochester plants which kept employees busy through most of the year instead of from season to season.

The next move was made by the Subcommittee on Temporary Employment, led by Dr. Meyer Jacobstein, President of the First National Bank and Trust Company. This subcommittee attacked the problem of securing employment. A dozen men, one from each business group or industry, and forty women acting with Mrs. Bert Van Wie, launched a campaign over the local radio stations, through the newspapers, by circular letters and by personal solicitation to make available as many jobs as could be found for those already out of work. The Ministerial Association helped materially in this effort through the various Church organizations. Many hundred jobs lasting from a half day to several days were obtained. Three such campaigns, varied in details, were conducted during the first six months, in the spring, early summer and fall. These were the logical times when work could be found around the home, in the garden or on the lawn and at the cottage. Minor construction which was to be postponed until better times, was stimulated.

If this temporary employment had not been secured an extra burden would have been thrown upon relief agencies, private and public.

Mr. Roland B. Woodward, Executive Vice-President of the Chamber of Commerce accepted the chairmanship of the Construction Reserve Subcommittee. He gathered together a group of men primarily interested in construction work, including

city, county and state engineers. In their discussion of the decreased building program of 1930, the officials were quick to recognize the necessity of speeding up all possible construction and improvement work in this locality. They arranged for prompt action on road building, special work in cleaning up the old blast furnace grounds, river banks and parks. Additional work was done in connection with the popular city golf courses. The Council speeded up the adoption of as much local improvement ordinances as possible. Opposition by some property owners alone prevented more desirable improvements of this nature. The schools found that they could continue their winter staff of temporary workers for an additional six weeks on necessary work of cleaning and white-washing buildings and putting grounds in good shape. Two of the major private projects were given a good deal of special consideration. The committees in charge of these buildings were most interested in the problem presented to them and showed a real desire to cooperate. Through their efforts they found a way to start work on these structures earlier than was possible under normal conditions. This Fall announcement was made in each case that building would be started this winter to "aid in the unemployment condition".

Uncertainty based on unfounded guesses in times like these as to the number unemployed usually brings about a psychological condition called hysteria which decreases the normal business which would be done by those whose earnings have not been affected, and it stifles any effort to secure more work. To this problem of determining the number unemployed, Mr. W. Earl Weller, Director of the Bureau of Municipal Research, directed his group of seven statistians organized as the Fact Finding Subcommittee. After collecting, tabulating and charting the record of employment for more than fifty per cent of those gainfully employed in the city, it was found that there was about eleven thousand less people working in March 1930 than in September 1929 when there was the largest number of workers employed in Rochester. It was estimated by this committee that in March 1930, there were from 13,000 to 15,000 workers out of employment. These data collected and tabulated regularly each month or each three months period forms the basis of more sound estimates of the current unemployment situation. Other questions involving the facts have been referred to the Fact Finding Subcommittee, such as the record of the number of families receiving family care through public and private bureaus or agencies; adequate data about the causes of unemployment and relief; the use of a dismissal wage as a relief measure, and a study of unemployment insurance, a subject to which the General Committee will give serious consideration in due time.

The Civic Committee on Unemployment, which has mobilized one hundred and fifty able men and women of the City and County for voluntary service on some phase of this problem, would have been impossible without the financial and moral support given to it by the Board of Directors of the Community Chest, by the City and the County officials. It was not only the financial assistance, but it was the definite recognition by each of these supporting bodies of its responsibility to take necessary steps to safeguard the welfare of the public in this emergency.

As a result of this organization for cooperative community action Rochester is recognized today as the outstanding community in the State in its organized attack of the problem of unemployment "before it was too far advanced". The Governor and his special committee on Stabilization of Employment have publicly cited the work done in Rochester and have called upon this Civic Committee to provide information of this wo for use of other similar committees in other cities of the state. The President's Emergency Committee for Employment has said of the Rochester plan, "We have no material f any American city as complete as yours and we plan to use it extensively in the job o stimulating other communities." What Rochester has done and how it has done it has

been of such national interest that three national conferences dealing largely with unemployment have made a place for an exposition of the Rochester plan. And finally one of the leading national periodicals which is seeking to make a real contribution toward an improvement in employment security, has selected Rochester as one of four cities whose plans are being studied and given national publicity.

From this summary report, we have tried to show why it is our belief that the organization of The Rochester Civic Committee on Unemployment has already brought to this community in actual savings many times over its investment, without mentioning the greater benefits which are certain to accrue from its efforts along preventiv lines. A more detailed accounting of the problem and the findings of this body are set forth in the accompanying report. A specific plan to reduce the amount necessary to be expended for public welfare is recommended in this report.

Two things stand out in our mind in connection with our work this year:

1st - That the emergency employment work and the temporary relief has been done much more effectively and economically because of the existence of the Civic Committee

2nd - That our community must be permanently organized to minimize unemployment and to act promptly in emergencies while working out preventive measures.

Respectfully submitted,

EXECUTIVE COMMITTEE
ROCHESTER CIVIC COMMITTEE ON UNEMPLOYMENT

(Signed) Henry H. Stebbins, Jr.
Meyer Jacobstein
William C. Barry
Herbert W. Bramley
Marion B. Folsom
James E. Gleason
Oscar W. Kuolt
William E. Weld
W. Earl Weller
Roland B. Woodward

Detailed Report with Recommendations of the
Executive Committee, Civic Committee on Unemployment

***

With the advent of the year 1930, it became very apparent to the city officials and to many public spirited citizens of Rochester and vicinity that we were confronted with an unusual condition of unemployment which was threatening the welfare of many citizens. It was affecting and increasingly large number of its citizens. This problem was not only recognized and felt locally, but it was being faced in nearly every industrial city of America and in all but a few countries of the world.

Business activity had slowed down from the peaks of 1928 and early 1929. This decline in activity was accentuated in October 1929 by drastic reductions of stock values in the stock market. The material reduction in purchasing power had been reflected in reduced production, which tended to reduce the number of people employed. Those who had been laid off in the early part of the slump as well as those who had been unable to locate a steady job even during prosperous times of 1928 and 1929, when they had used up what resources they had been able to accumulate in the way of savings, chattels, credit, etc., were then compelled to seek other aid for subsistence. As a last resort they called upon family caring agencies, private or public. Because of the limited funds at the disposal of the private agencies, and since the City had recognized its responsibility to meet the emergency demands for relief caused by the unemployment conditions, a greater demand was made upon the public agencies. This has made it necessary for the City to appropriate larger amounts for public welfare.

The extent of the request for aid very largely caused by the fact that able bodied men and women were unable to find a steady job through no fault of their own is graphically shown in Chart No. I and Table No. III of the Appendix to this report. This shows that in January 1930 the City and County Welfare Bureaus, the World War Relief and the G. A. R., and the three private family caring agencies had an increased case load over January 1929 of 529 families.

This increase over the same month of the previous year had advanced by stages until in June 1930 one thousand more families received help than in June 1929. In November, the last month of thich there is a record, the increase over November 1929 was 2245 families. Most of these new cases are, according to statements of the heads of these agencies, those seeking aid for subsistence because the heads of these families, although apparently able bodied and willing to work, are unable to secure work and earn a livelihood.

Tables I to VI and Chart I of the Appendix discloses what has been happening in family caring work during the past five years. The above information has been taken from this data.

One of the first problems was to establish a measure of the number unemployed By an examination into methods of obtaining such data, it was found that the direct method of making a house to house canvass was not only expensive but it also took much time and the results were not entirely reliable. There would be 85,000 families to canvass which would require a force of over 300 census takers. To obtain the facts by a census it has been found by experience that careful training of the census takers in methods is essential. The data secured depends on the information given in each family. If the purpose of the census is questioned, the information is distorted. Furthermore, it was found that the decennial federal census was to include questions as to unemployment.

The next method of a practical nature considered was to assemble all data available on the number of people on the payrolls of Rochester plants, contractors, the city and stores, in order to establish if possible an employment index, from which a close estimate of the number unemployed could be made.

We found that the Industrial Management Council had compiled monthly figures of these very data over the past six years, for their own use. These data covered 94 plants and public utility firms with around 50,000 employees or over 60% of the employees of Rochester factories. This data in total was made available to the Civic Committee on Unemployment. Other monthly data, the use of which was granted to the Civic Committee, were

(a) The monthly figures showing the total number on the payrolls of 195 Rochester Contracting Firms. This information was furnished by the Community Conference Board.

(b) Similar data by the Statistical Departments of the Chamber of Commerce for 42 retail and wholesale stores.

(c) Similar data by this group for the City Departments including the School Board.

When we tabulated and charted this data we found that in September 1929 there were 73,034 people working in these various places. We found that the employment in March 1930 in these same plants and stores, with the same contractors and the City Departments had dropped to 67,225, a decrease of 5809 employees. The census figures for 1920 showed 135,000 gainfully employed in Rochester. This would make about 150,00 in 1930 with the normal increase. Consequently we had examined into the employment of about 50% of those gainfully employed in Rochester, outside of the professional group.

We next canvassed by questionnaire and personal call some 80 firms who were not included in the original check-up. This included 30 small factories, the banks, larger offices and smaller stores. We found that the percentage of decrease in these firms was a smaller percentage than in the original group. It was therefore concluded that the original group including 73,000 employees was a fair sample for 50% of those gainfully employed. On this basis, it is evident that in March 1930 there were at least 11,618 out of employment in Rochester. If we add to this figure 2,000 to 3,500 who, it is estimated, might have been out of employment in September 1929, we have a fair estimate that in March 1930 there were from 13,000 to 15,000 people out of work.

On the basis that there are one and two-thirds workers to a family, this would mean there were in March 1930 eight to nine thousand families out of the eighty-five thousand families in Rochester in which no one was gainfully employed.

These data are given in Table VII and plotted on Chart II of the Appendix and this index is brought forward through October 1930.

Also in Table XIII of the Appendix is given the monthly estimate of those unemployed up to November 1930.

These data are to be made available to the City and County officials periodically so that they can follow the course and trend of employment in this metropolitan district of Rochester. Such data are a fair index on which to base legislative relief action.

Up to the present time, the Civic Committee is not in a position to secure gross payroll data or variations in such data which would disclose the amount of part time employment and the effect on purchasing power in Rochester. We are seeking means of arriving at such information.

It is recognized that even in times of apparent prosperity and lively business activity, factors other than the unbalanced condition of supply of goods and demand for same enter into the problem of the City in having to supply some of the necessities of life to able bodied bread earners to help them over a period of idleness which is apparently beyond their control. These factors are:

1. Seasonal fluctuations of employment producing an annual wage insufficient for the necessities of life.

2. The introduction of machinery which displaces workers, causing loss of employment for an extended period before they are able to make the adjustment to some other occupation or gainful employment.

3. Mergers of companies which nearly always brings about a decrease especially in the executive and office force. These changes at times leave able bodied workers without a steady job and before an adjustment in a new position or occupation is made, some become dependent even on the City for subsistence.

These are the more important problems in our economic system which are bringing about changes in the conditions under which citizens are to make their livelihood for themselves and families.

In considering a plan to reduce unemployment and consequent requests upon the City and County welfare bureaus for relief, it must be recognized that,

1. A plan must be devised which can be applied locally and which does not place local employers at a disadvantage in competition with firms in other localities. With employers in a favorable competitive position more local employment is made possible.

2. A plan, devised and undertaken in a period of general business depression must of necessity contain emergency measures, which will not be used in more normal times.

3. Some of the difficulties presented are not of a nature which can be treated locally, but must be attacked on a national or perhaps an international scale. Any such plan must have local sanction and be applied locally. This implies proper local organization for the application of the principles involved.

The plan which we are about to propose is based largely on the experience gained from the activities of the subcommittees of the Civic Committee on Unemployment during its eight months of existence. The first attack of the problem was to make available as many jobs as the community couldprovide and to keep as many men as possible employed. The Temporary Employment Subcommittee, consisting of forty women organized in a Women's Division, and twelve key men, one from each of the various industries and commercial groups in the City, organized a public appeal for jobs by securing the services of people well known in the City to give a message over a local radio station; articles especially prepared for the newspapers were

given publicity; one of the afternoon papers carried a box statement of suggestions to the home owners of jobs which they might make available. This was printed on the first page of the local section and without cost to the Committee. The group of forty women made an active solicitation of home owners and secured many small jobs by their activity. The Ministerial Association very willingly cooperated, and many of the ministers carried the message of these appeals to their congregations.

The services of the State Employment Bureau for placement of men and women in jobs were used effectively. This stimulated greater activity on their part in securing jobs through the establishment of field work by their force.

These efforts, made possible at minimum expense by the services of many citizens, by the cooperation of the managements of the local radio stations who donated the use of their apparatus, and by the managements of the local papers who donated space for the use of the Committee, were productive of many hundred temporary jobs.

This first campaign, initiated in the Spring, was repeated with some change in methods in the early Summer and in the Fall, when jobs of garden work on the lawns painting and paper hanging and house cleaning, jobs about the summer cottages were stimulated. Jobs which would have otherwise been left undone were undertaken as a cooperative measure and because it was economical to do so.

Another subcommittee to start its activity after the formation of the Civic Committee was the Stabilization Subcommittee. This subcommittee, headed by an industrial leader and made up of eighteen key men connected with the various industrial, commercial and retail firms of the City, endeavored to discover every feasible emergency measure which might be employed by a factory, a store or an office to keep as many workers on the job as possible or to give consideration to the needs of employees in case of reduction in the force was necessary. Early in April they published their suggestions to employers. Some nine emergency measures which had been used successfully and effectively in keeping as many workers with dependents on the job as possible were recommended. Where production or work had to be curtailed they suggested shortening the working hours or staggering the work force in order to keep the regular force on part time instead of part of the force on full time. Plants were urged to manufacture for stock to the limit of economic prudence; to give preference to those with dependents in hiring workers or in reducing the force. A complete list of these recommendations made are reported in the Appendix hereto attached.

This subcommittee attacked the problem of stabilization of production and regularization of employment by making a survey of what Rochester plants had already done along this line. This study was made through the Industrial Management Council and the Manufacturers Council of the Chamber of Commerce. About one hundred plants, members of these two organizations, cooperated in this inquiry and it was found that much more had been done along this line in Rochester than any one had knowledge of. This report is given in full in the Appendix. We now have a number of practical examples of what various industries can do by way of reducing the peaks and raising the valleys of production, which will provide a larger security of employment for those connected with Rochester plants and hence promote public welfare. As stated in the report on Page 5 "The record of Rochester concerns, impressive as it is, should not be accepted as indicating that all these concerns, or any one of them, have done a complete job of stabilization. Rather it should be taken as indicating that such concerns, having made a start, can do and should do more". This subcommittee

can use these many excellent examples of methods of stabilization, and its further activities to promote stabilization in the plants of Rochester should be productive of some significant results.

A study of the fluctuations in employment by industries was made by the Fact Finding Subcommittee and it was found that only five industries in Rochester had a marked variation from normal. (See Chart V of Appendix). This data will be the basis of further study by the Subcommittee on Stabilization.

The work of the Construction Reserve Subcommittee had to do largely with the stimulating of as much construction work of both major and minor importance as possible. In promoting such work great stress was laid upon the need of jobs by building tradesmen and upon the economy of undertaking wise construction work at this time. The City and the County officials' early recognition of the importance of speeding up public works and their responsibilities for undertaking such projects in times of emergency aided in this work materially. The School Board cooperated fully with the efforts of this Civic Committee and provided additional work in making alterations, cleaning school buildings, and putting grounds in good shape. They continued to employ the temporary help beyond the winter months when they usually have a temporary force, and kept this force until June.

Conferences were held with the officials of private building projects and every effort was made to get this construction under way at an early date. The efforts of the building committee of two of these major projects were productive of gratifying results, and it has been announced publicly that they will begin building this winter.

The effective work which was been done over the past ten years by the Community Conference Board in stimulating public interest in advanced planning of work to lengthen the building year increased the effectiveness of the emergency work of the Subcommittee on Construction Reserve. It also was convincing that unremitting efforts of a definite, sound program secures satisfactory results.

The Relief Study Committee, whose work is making for closer coordination of the efforts of the public bureaus and private agencies, are making a study of cases to discover the preventable causes for the need of relief. A tentative analysis of the cases where unemployment seemed to be the major cause was made in July. (See Appendix)

A subcommittee on Vocational Guidance and Training are analyzing the training and guidance facilities in Rochester, and are seeking information on the training needs in the community so that needs and facilities can be more closely coordinated.

The office of the Committee has been called upon on several occasions to supply workers for jobs of special kind or needing special attention, and several hundred men have been given employment, mostly temporary, but some permanent, through its services. However, it has been the endeavor of the Committee to bring into greater usefulness and public favor the services of a central placement bureau which would be logically the State Employment Bureau. We have found that much can be expected in the field of central employment exchange which will reduce the losses of men seeking work and employers looking for workers.

And further the many incidental and indirect results of the efforts of a civic body working on a long time plan for reducing unemployment have impressed the Committee, whose names are attached to this report, with the practicability of the following proposals.

SPECIFIC RECOMMENDATIONS IN A PLAN
TO REDUCE UNEMPLOYMENT AND CONSE-
QUENTLY THE AMOUNT NECESSARY TO BE
EXPENDED BY THE CITY FOR PUBLIC WELFARE

***

IMMEDIATE MEASURES

1. The emergency work fund already established as an experiment by the City officials is a most important measure to be undertaken in an emergency such as we have. With current data showing the number of workers employed in regular business pursuits, City officials can now determine whether this emergency work should be expanded. It is estimated that there is a million dollars worth of City improvement work which could be done to advantage in the next few months. A large percentage of the new applicants of the Public Welfare Department have been forced to apply because they are out of work, but are able and willing to work. Therefore, these family heads, or in some cases full grown sons of bread earners, should be given jobs on city work as an emergency and the funds now being used as relief could be used more advantageously for wages. The majority of the present applicants would prefer work to relief.

   This measure could be enforced in one of two ways; either to transfer the necessary funds from relief appropriations now allocated to the Bureau of Public Welfare, World War Relief and G. A. R. Relief to the Department of Public Works and to the Department of Parks according to the amount of emergency work to be done by each; or make such funds as are transferred from the three city-supported relief bureaus available for its allocation by the coordinating committee appointed by the City Manager as authorized by ordinance of the City Council.

2. Public construction projects which can be undertaken wisely during an emergency are admittedly desirable. We suggest that City officials take the initiative to speed up all such projects. This would include the Post Office and all federal, state and city construction work of major or minor proportions which can and should be done within the Rochester district.

3. City officials should encourage a local organization such as the Civic Committee on Unemployment for the purpose of

   1. Securing cooperation of all employers in the use of all practical emergency measures;

   2. Stimulating community action in timely small job campaigns;

   3. Inducing employers to give preference in employment to citizens of this district;

   4. Following up private construction projects;

5. Stimulating community interest in needed local improvement which might otherwise be opposed;

6. Promoting and organizing other methods which might be used to alleviate some of the effects of unemployment, such as loan funds, temporary job plans, etc.

PERMANENT MEASURES

4. Experience has taught us that laying aside assets in abundant years to be used in lean years is sound. Some communities have applied the principle successfully to construction work. We suggest therefore, that the City authorities adopt the principle of advanced planning and scheduling of public works with a coordinated plan for financing them.

This is the first step in a program of developing a construction reserve or borrowing capacity reserve.

Since such a measure should be used to counteract the ill effects of slackened business activity, a local construction reserve would necessarily have to be coordinated with a similar state and national plan to be of significant value. Such a plan is receiving consideration by our state and national government and Rochester should be prepared to tie in with such a program.

5. The City government should continue to give its support to a local civic organization such as the Civic Committee on Unemployment as a continuing committee with more than the emergency functions in Article No. 3 above, because there is a need to attack the problem of unemployment beyond this emergency. Such a step would secure the continued services of the one hundred and fifty able men and women in an effort to permanently minimize unemployment in our community, and promote a safeguard to the welfare of our citizens through greater employment security.

Among the things which such a committee can do effectively are:

1. Stimulate public interest in and public sanction of an adequate public works program.

2. Through adequate studies and research, propose measures

   a. for overcoming, as far as possible, fluctuations of employment in Rochester plants, (See the report in the Appendix as to what progress Rochester plants have already made in this field of endeavor);

   b. for more adequately adjusting employees from one occupation, which is being discontinued, to another useful one. For instance, woodworking machinery operations are being displaced by operations on metal. Training is necessary,

   c. to more adequately direct young workers just out of school into gainful occupations instead of blind alley jobs from which they readily become a public charge;

group who first feel the distress of unemployment and who constitute the largest percentage of those receiving financial care by public and private agencies, (see the analysis of 1200 cases made as of July 1930 in Appendix);

e. for developing and sanctioning a practical plan for shortening the work week;

f. for securing adequate consideration to the proposal of unemployment insurance or reserves;

g. for decasualizing the part time jobs so as to permit a worker to earn a living income throughout the year on temporary work.

PERSONNEL OF THE COMMITTEES

CIVIC COMMITTEE ON UNEMPLOYMENT

***

GENERAL COMMITTEE

Name	Affiliation
*Henry H. Stebbins, Jr.	President, Rochester Family Welfare Society
*Dr. Meyer Jacobstein	President, First National Bank and Trust Co.
Mrs. Henry G. Danforth	President, Board of Education
Margaret Becker	General Secretary, Young Women's Christian Asso.
Harry J. Bareham	County Treasurer
Rabbi Philip S. Bernstein	Temple Berith Kodesh
*Herbert W. Bramley	Director, Sibley, Lindsay and Curr Co.
*William C. Barry	Vice-President, Monroe County Savings Bank
Senator Cosmo A. Cilano	State Senator
A. E. Crockett	Manager, Industrial Management Council, Chamber of Commerce
M. H. Eisenhart	Vice-President, Bausch and Lomb Optical Co.
George G. Ford	President, Rochester Community Chest
*Marion B. Folsom	Assistant Treasurer, Eastman Kodak Co.
Adam Felerski	Lawyer
Fred Gleason	Chairman, Community Conference Board
*James E. Gleason	President, Gleason Works
*Edward A. Halbleib	President and General Manager, North East Appliance Cor
Max L. Holtz	Secretary and Treasurer, Louis Holtz & Sons, Inc.
Sol Heumann	President and Treasurer, Keller-Heumann-Thompson Co.
*Oscar W. Kuolt	General Secretary, Council of Social Agencies
Herbert P. Lansdale	Executive Secretary, Federation of Churches
Willard A. Marakle	Assistant to Commissioner, State Department of Labor
Right Rev. J.Francis O'Hern	Bishop of Rochester
Henry H. O'Connell	President, Central Trades & Labor Council
Honorable J.B.M. Stephens	Lawyer and ex-Judge
John P. Sanderson	General Secretary, Family Welfare Society
Charles Winslow Smith	Sherwood Shoe Company
Honorable Harlan W. Rippey	Lawyer
*Mrs. Bert Van Wie	Board of Directors, Home Bureau
*Dean William E. Weld	Dean of College for Men, University of Rochester
*Roland B. Woodward	Executive Vice-President, Chamber of Commerce
Harry P. Wareheim	Manager, Rochester Community Chest
*W. Earl Weller	Director, Bureau of Municipal Research
S. Wirt Wiley	General Secretary, Young Men's Christian Assn.

*Members of Executive Committee.

SUBCOMMITTEE ON FACT FINDING

W. Earl Weller, Chairman	Director, Bureau of Municipal Research
Isabel Howard	Statistician, Young Men's Christian Association
William A. Burdick	Statistician, Chamber of Commerce
A. E. Crockett	Manager, Industrial Council, Chamber of Commerce
Marion B. Folsom	Assistant Treasurer, Eastman Kodak Company
Joseph Lillick	Statistician, Rochester Telephone Corporation
John P. Sanderson	General Secretary, Family Welfare Society.

Personnel of the Committees
Civic Committee on Unemployment

SUBCOMMITTEE ON CONSTRUCTION RESERVE

Name	Affiliation
Roland B. Woodward, Chairman	Executive Vice-President, Chamber of Commerce
Charles L. Cadle	General Manager, Rochester Gas & Electric Corp.
William A. Burdick	Statistician, Chamber of Commerce
Fred Gleason	Chairman, Community Conference Board
Henry L. Howe	Director, Bureau of Design and Construction
Dayton T. Lawrence	County Chairman of Supervisors
John W. Morrison	Rochester Telephone Corp.
Francis R. Scherer	Superintendent School Buildings, Board of Education
Benjamin C. Stallman	Builders Exchange
Howard E. Smith	District Engineer, New York State Dept. Public Works
George C. Wright	County Superintendent of Highways

SUBCOMMITTEE ON CENTRAL EMPLOYMENT

Edward A. Halbleib, Chairman	President and General Manager, North East Appliance Cor
Margaret Gunn	Secretary, Rochester Machine Industries
Katherine Huey	Employment Manager, Women's Department, Eastman Kodak C
Arling D. Brown	President, Office and Executive Bureau, Inc.
James F. Bunting	Secretary, Young Men's Christian Association
E. Willard Dennis	Superintendent, Sibley, Lindsay & Curr Co.
Karl Adamak	Employment Manager, North East Electric Co.
M. H. Eisenhart	Vice-President, Bausch & Lomb
H. I. Hoeg	Div. Engineer, New York Central Railroad
Robert Link	Personnel Director, City
Willard A. Marakle	Assistant to Commissioner, State Dept. of Labor
Fred B. Persse	Vice-President, E. W. Edwards & Son
Harold Rauber	Labor Manager, Hickey Freeman Co.
Harry C. Taylor	Builders Exchange
R. W. Waldron	Employment Manager, Eastman Kodak Co.
John O. Williams	Employment Manager, Gleason Works
C. G. Vickery	Traffic Manager, Rochester Telephone Corp.

SUBCOMMITTEE ON PUBLIC INFORMATION

Herbert W. Bramley, Chairman	Director, Sibley, Lindsay & Curr Co.
Paul Benton	Managing Editor, Times Union
L. R. Blanchard	Editor, Journal American
Herman Ferno	Editor, Abendpost
Clement C. Lanni	President, Rochester Alliance Press, Inc.
Paul McFarland	Publicity Director, Rochester Community Chest
Justin W. Nixon, D. D.	Pastor, Brick Church
Harold W. Sanford	Managing Editor, Democrat & Chronicle
Edward Walsh	President and Treasurer, Wegman-Walsh Press, Inc.

Personnel of the Committees
Civic Committee on Unemployment

SUBCOMMITTEE ON RELIEF STUDY

Name	Affiliation
William C. Barry, Chairman	Vice-President, Monroe County Savings Bank
Kathleen d'Olier	Director, Rochester Catholic Charities
Stella J. Schifrin	Jewish Welfare Council
Frank J. Koch	Commissioner, Bureau of Public Charities
Oscar W. Kuolt	General Secretary, Council of Social Agencies
William J. Powers	Administrator, World War Relief Committee
Henry J. Ryan	Secretary, G. A. R. Relief Committee
John P. Sanderson	General Secretary, Family Welfare Society
William F. Udell	Commissioner, Monroe County Department of Public Works

SUBCOMMITTEE ON STABILIZATION OF EMPLOYMENT

James E. Gleason, Chairman	President, Gleason Works
John P. Boylan	President and General Manager, Rochester Telephone Cor
A. E. Crockett	Manager, Industrial Council, Chamber of Commerce
Marion B. Folsom	Assistant Treasurer, Eastman Kodak Co.
Raymond A. Fowler	Barnard, Porter & Remington
F. L. Greeno	Greeno Insurance & Real Estate Co.
M. J. Hayes	Assistant General Manager, Eastman Kodak Co.
William C. Hussey	Auditor, Levy Bros. & Adler Co.
D. N. Ives	Ritter Dental Co.
E. S. LaRose	Industrial Engineer, Bausch & Lomb Optical Co.
Jacques L. Meyers	Michael Stern & Co.
Robert Menzie	Executive Secretary, Rochester Auto Dealers, Inc.
Theodore H. Pevear	Sales Manager, Yawman & Erbe Co.
C. Arthur Poole	Consulting Engineer, City.
Meade B. Rappleye	Secretary, Builders Exchange
John M. Tracy	Superintendent of School Buildings, Board of Education
William F. Washburn	Vice-President, D. Armstrong & Co.
George C. Wright	County Superintendent of Highways

SUBCOMMITTEE ON TEMPORARY EMPLOYMENT

Dr. Meyer Jacobstein, Chairman	President, First National Bank and Trust Co.
Mrs. Bert Van Wie(Chairman, Women's Division)	- Board of Directors, Home Bureau
A. Harold Beaham	Vice-President, Case-Hoyt Co.
Carl Cadle	General Manager, Rochester Gas & Electric Co.
Fred Gleason	Chairman, Community Conference Board
Arthur Ingle	President, Consolidated Machine Tool Corp.
Roy C. Kates	Secretary and General Manager, Times Union
Herbert P. Lansdale	Executive Secretary, Federation of Churches
Max Holtz	Secretary and Treasurer, Louis Holtz & Sons, Inc.
Henry D. O'Connell	President, Central Trades & Labor Council
Roland O. Roberts	General Manager, Weed & Co.
W. Roy Wolf	Executive Secretary, Real Estate Board of Rochester

Personnel of the Committees
Civic Committee on Unemployment

Women's Division of the TEMPORARY EMPLOYMENT SUBCOMMITTEE

Name	Address
Mrs. Bert Van Wie, Chairman	46 Hancock Street
Mrs. Doublas Townson	12 Buckingham St.
Mrs. Charles W. Smith	8 Livingston St.
Mrs. Freeman Allen	40 Hawthorne Drive
Miss Ruth Barber	5 East Blvd.
Mrs. Ralph Hurst	116 Chadbourne Rd.
Mrs. David Bellamy	64 Barrington St.
Mrs. Charles Weis, Jr.	13 Buckingham St.
Mrs. Wilmot Castle	15 Buckingham St.
Mrs. Irving L. Walker	Coldwater, N. Y.
Mrs. Stuart Neff	202 Edgerton St.
Mrs. Glen I. Blades	1099 Harvard St.
Mrs. Harold W. Baker	284 Canterbury Rd.
Mrs. Helen Probst Abbott	1599 Highland Ave.
Mrs. Raymond N. Ball	202 Vassar St.
Mrs. William J. Baker	6 Livingston Pk.
Miss Elizabeth Barry	189 Harvard St.
Mrs. William B. Boothby	314 Park Ave.
Mrs.John Barbour	90 Aldine St.
Mrs. Frederick W. Coit	16 Strathallan Pk.
Miss Laura Comstock	343 State St.
Mrs. Samuel J. Cohen	74 Canterbury Rd.
Mrs. William Donoghue	80 Jackson St.
Mrs. Henry G. Danforth	200 West Ave.
Mrs. Bernard F. Dunn	4 N. Goodman St.
Mrs. Ezra A. Hale	218 Edgerton St.
Mrs. Minnie Hendrix	76 Normandy Ave.
Mrs. E. N. Holton	137 Aldine Ave.
Miss Jeanette Huntington	136 West Ave.
Mrs. Meyer Jacobstein	405 Westminister Rd.
Mrs. Roy C. Kates	107 San Gabriel Drive
Miss Katherine Lanni	932 Monroe Ave.
Miss Marion Meyers	The Sagamore
Mrs. John J. McInerney	2100 East Ave.
Mrs. William B. Macomber	5 Buckingham St.
Mrs. Walter W. Post	809 Harvard St.
Mrs. Nelson Peet	175 Edgerton St.
Mrs. Robert Rowe	92 Virginia Ave.
Mrs. Robert Ranlet	28 N. Goodman St.
Miss Louie J. Sackett	46 Hancock St.
Mrs. Rossiter Seward	108 Castlebar Rd.
Mrs. Charles H. Snyder	4 Roosevelt St.
Mrs. David T. Teetor	88 Gorsline St.
Mrs. George S. Van Schaick	Chadbourne Rd.
Mrs. William E. Werner	399 Oxford St.
Mrs. Nathaniel West	223 Warwick Ave.
Miss Florence Wolff	15 Oxford St.
Mrs. Walter Whitmore	94 Barrington St.
Mrs. Samuel Weil	9 Arnold Pk.
Mrs. William F. Yust	960 W. Plymouth Ave.
Mrs. John Gray	53 Avondale Pk.
Mrs. Victor W. Hurst	84 Sandringham Dr.

Personnel of the Committees
Civic Committee on Unemployment

SUBCOMMITTEE ON VOCATIONAL GUIDANCE AND TRAINING

Name	Affiliation
Dean William E. Weld, Chairman	Dean of College for Men, University of Rochester
Mildred Lincoln	Monroe Junior High School
Dr. Isabel Wallace	University of Rochester
Mrs. Henry G. Danforty	President, Board of Education
Nellie Sweeney	Supervisor, Junior Placement Dept., State Employment Bu
Dr. Earl B. Taylor	University of Rochester
Lester O. Wilder	University of Rochester
John A. Randall	President, Rochester Athenaeum & Mechanics Institute
Howard S. Bennett	Principal, Rochester Shop School
Ernest W. Veigel	General Manager, Rochester Business Institute
Rev. John M. Duffy	Diocesan Superintendent of Parochial Schools
Richard H. Tullis	Educational Director, Young Men's Christian Assn.
R. W. Waldron	Employment Manager, Eastman Kodak Co.
Charles A. LaBounty	Employment Manager, General Railway Signal Co.
A. E. Crockett	Manager, Industrial Management Council, Chamber of Comm
A. K. Dean	Superintendent, American Laundry Machine Co.
E. Willard Dennis	Superintendent, Sibley, Lindsay & Curr Co.
Max M. Schwartz	B. Forman Company
Richard Curren	representing labor
Leslie Wood	District Director, Bureau of Rehabilitation, New York State Department of Education

A P P E N D I X

containing Tables and Charts referred to in foregoing Report.

MONTHLY RECORD OF THE NUMBER OF FAMILY CASES RECEIVING MATERIAL HOME RELIEF FROM PUBLIC BUREAUS OR PRIVATE AGENCIES

*****

From Private Agencies — TABLE I

Month	1925	1926	1927	1928	1929	1930
January				1562	857	1013
February				1603	920	1072
March				1683	858	1096
April			823	951	700	967
May			755	819	687	779
June			765	673	558	566
July			670	548	437	506
August			667	371	410	457
September			711	350	396	468
October			701	408	454	432
November			971	541	595	511
December			1271	701	919	

From Public Agencies — TABLE II

Month	1925	1926	1927	1928	1929	1930
January		863	987	1141	1709	2082
February		857	993	1193	1785	2207
March		962	1089	1317	1809	2480
April	696	940	1051	1286	1777	2526
May	669	859	959	1229	1655	2476
June	684	767	919	1266	1571	2655
July	621	683	832	1147	1564	2540
August	625	665	825	1121	1546	2726
September	679	718	909	1214	1505	2885
October	648	688	654	1150	1527	3323
November	707	753	982	1287	1722	4051
December	814	853	1127	1490	2020	

From Both Public & Private Agencies Combined — TABLE III

Month	1925	1926	1927	1928	1929	1930
January				2703	2566	3095
February				2796	2705	3279
March				3000	2667	3576
April			1374	2237	2477	3493
May			1714	2048	2342	3255
June			1684	1939	2129	3221
July			1502	1695	2001	3046
August			1492	1492	1956	3183
September			1620	1564	1901	3353
October			1555	1558	1981	3755
November			1953	1828	2317	4562
December			2398	2191	2939	

I. Data obtained from Council of Social Agencies
II. " " " Bureau of Municipal Research

MONTHLY RECORD OF NET AMOUNT OF RELIEF
GIVEN BY PUBLIC BUREAUS AND PRIVATE AGENCIES

****

3 Private Agencies — TABLE IV

Month	1925	1926	1927	1928	1929	1930
January		$12 641	$17 635	$29 019	$19 993	$29 349
February		12 772	18 838	32 624	22 833	25 900
March		16 541	21 372	37 912	23 931	29 795
April	$8 180	12 740	15 840	23 910	15 728	22 503
May	8 308	10 813	14 450	21 067	17 464	16 415
June	7 510	9 503	13 595	16 955	10 735	11 247
July	8 160	8 789	12 851	9 604	7 933	10 330
August	6 089	7 500	11 377	7 800	8 636	8 465
September	6 587	8 630	11 964	7 708	7 834	9 056
October	7 293	9 127	12 868	9 045	9 847	9 809
November	7 103	9 998	14 955	13 386	13 497	11 093
December	10 855	15 749	24 956	16 200	22 535	

4 Public Agencies — TABLE V

Month	1925	1926	1927	1928	1929	1930
January		$20 087	$21 281	$27 062	$51 161	$75 533
February		19 339	22 508	32 428	52 315	75 796
March		20 274	25 799	47 336	60 759	87 422
April	$16 428	18 466	23 226	40 114	54 696	83 717
May	15 255	15 840	20 859	30 349	45 431	74 876
June	12 583	13 413	17 491	29 354	42 630	71 143
July	11 334	13 383	17 622	27 703	40 622	73 435
August	13 363	12 002	18 912	28 648	43 574	79 118
September	14 496	14 434	20 942	32 327	41 248	83 177
October	13 812	15 396	21 191	30 898	49 695	109 577
November	15 875	16 260	22 031	35 739	55 706	129 337
December	20 918	22 762	33 007	49 032	86 199	

Total of Private and Public Agencies — TABLE VI

Month	1925	1926	1927	1928	1929	1930
January		$32 728	$38 916	$56 081	$71 154	$104 882
February		32 611	41 346	65 052	75 148	101 696
March		36 815	47 171	85 248	84 691	117 217
April	$24 608	31 206	29 066	64 024	70 424	106 220
May	23 563	26 653	35 309	51 416	62 895	91 291
June	20 093	22 921	31 086	46 309	53 365	82 390
July	19 494	22 172	30 473	37 307	48 555	83 765
August	19 452	19 502	30 289	36 448	52 210	87 583
September	21 083	23 064	32 906	40 035	49 082	92 233
October	21 105	24 523	34 059	39 943	59 542	119 386
November	22 978	26 258	36 986	49 125	69 203	140 430
December	31 773	38 511	57 963	65 232	108 734	

MONTHLY RECORD OF NUMBER ON PAYROLLS
OF ROCHESTER CONCERNS

****

Data from 94 Industrial Concerns & Public Utilities — TABLE VII

Month	1924	1925	1926	1927	1928	1929	1930
January		44 780	47 648	50 321	48 908	51 257	51 841
February		45 174	49 430	51 321	49 677	51 821	50 926
March		45 284	49 917	50 720	49 129	52 726	49 986
April		44 865	50 361	48 612	48 553	51 894	49 017
May		44 864	50 226	48 497	49 124	52 648	49 739
June		45 984	51 438	49 576	49 813	52 630	50 647
July		46 128	51 557	50 597	50 137	53 376	50 456
August		46 541	51 262	49 807	51 088	53 338	49 913
September		47 416	51 289	49 936	51 756	54 062	49 731
October		48 083	51 410	49 955	51 161	53 807	47 354
November	45 084	48 210	50 500	48 613	50 757	52 427	
December	44 532	48 445	49 927	48 698	51 134	51 906	

Data from Industrial Concerns as shown by New York State Labor Department, Bureau of Statistics — TABLE VIII

Month	1924	1925	1926	1927	1928	1929	1930
January	43 088	40 167	42 772	44 130	42 036	43 228	44 057
February	43 225	40 497	43 487	44 714	42 592	44 382	43 421
March	42 921	41 067	43 287	44 517	41 914	44 972	42 271
April	42 007	40 161	42 525	43 380	40 846	43 834	41 318
May	40 090	39 801	42 520	42 886	41 409	44 008	41 594
June	41 076	40 641	43 476	43 635	42 160	45 432	42 909
July	40 656	40 925	44 841	43 959	42 173	46 079	43 050
August	41 475	41 619	45 387	43 846	43 054	46 517	43 055
September	41 008	42 322	44 747	43 920	43 138	47 034	43 184
October	40 797	42 391	44 748	43 773	43 155	46 694	40 715
November	40 338	42 403	44 428	42 258	43 143	45 616	
December	39 755	42 639	44 482	42 305	43 147	44 592	

Data from 42 Wholesale & Retail Stores — TABLE IX

Month	1924	1925	1926	1927	1928	1929	1930
January							6050*
February						6047	6035
March						6087	5923
April						6083	5921
May						6070	5952
June						6141	5952
July						6063	5886
August						6040	5941
September						6127	5912
October						6406*	
November						6500*	
December							

*Estimated

Monthly Record of Number on Payrolls
of Rochester Concerns (con't)

Data from 195 Contractors — TABLE X

Month	1924	1925	1926	1927	1928	1929	1930
January						4255	4681
February						4289	4378
March						4633	4399
April						4938	4686
May						5147	5378
June						5378	5798
July						5807	5747
August						5961	5429
September						5814	5005
October						5743	4538
November						5012	
December						4787	

Data from City Departments, including Public Schools — TABLE XI

Month	1924	1925	1926	1927	1928	1929	1930
January							6961
February						6817	7091
March						6842	6917
April						7077	7338
May						7047	7408
June						7225	7391
July						7264	7492
August						7238	7446
September						7086	7359
October						7183	7359
November						7292	7417
December						7445	

Total of Tables No. VII, IX, X, XI — TABLE XII

Month	1924	1925	1926	1927	1928	1929	1930
January							69 533
February						69 974	68 430
March						70 288	67 225
April						69 992	66 962
May						70 912	68 477
June						71 374	69 718
July						72 510	69 581
August						72 577	68 729
September						73 034	66 063
October						72 860	65 163
November						71 137	
December						70 638	

ESTIMATE OF THE NUMBER OF WORKERS UNEMPLOYED IN ROCHESTER AND ITS SUBURBS

***

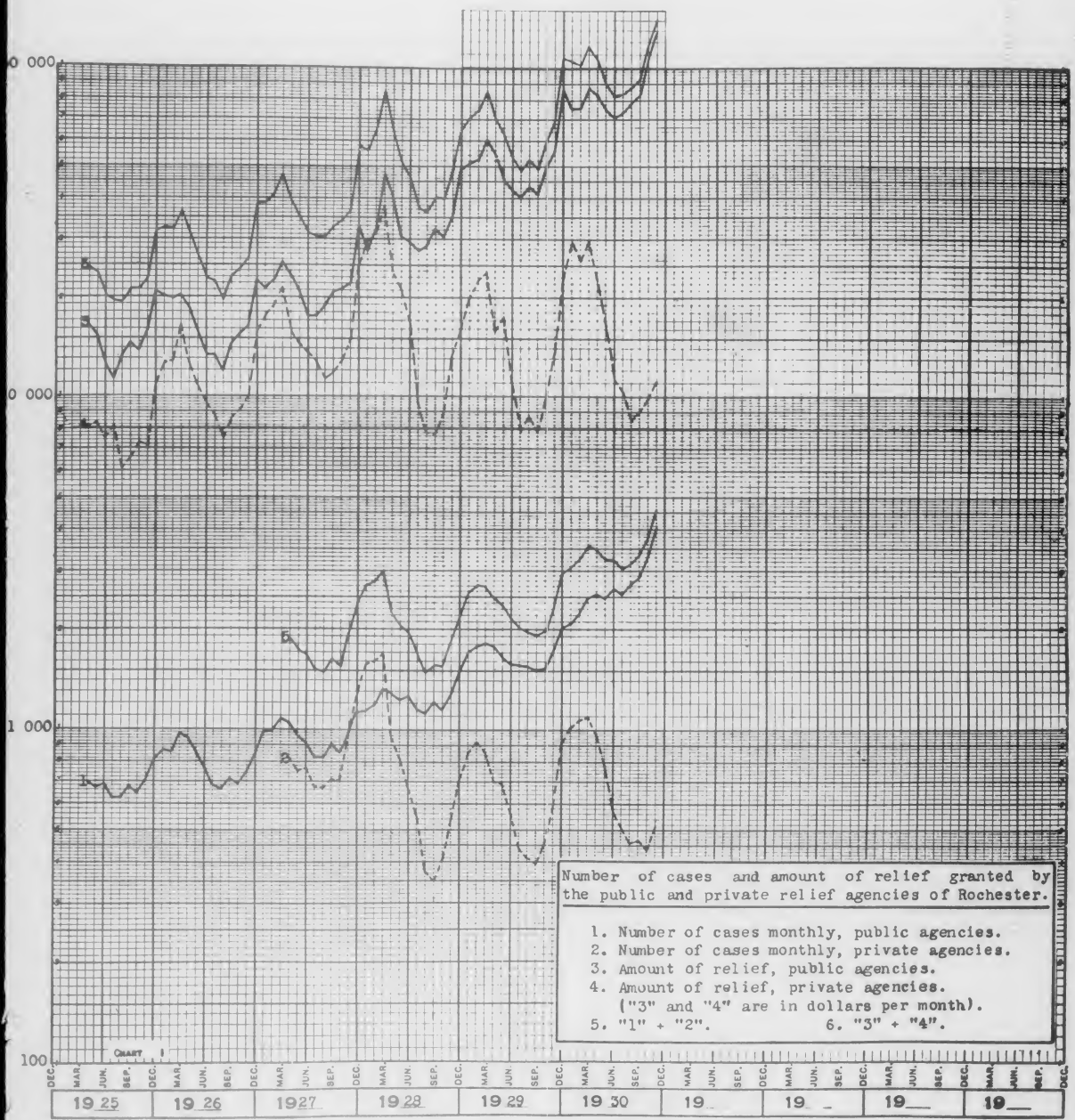
TABLE XIII

1930

Month	Minimum	Maximum
January		
February		
March	13,000	15,000
April	13,300	15,300
May	11,800	13,800
June	10,500	12,500
July	10,700	12,700
August	11,500	13,500
September	14,000	16,000
October	15,000	17,000
November		
December		

10 YEARS BY MONTHS RATIO RULING 2 CYCLES NO. 3257

CODEX BOOK CO., INC., NEW YORK.



Number of cases and amount of relief granted by the public and private relief agencies of Rochester.

1. Number of cases monthly, public agencies.
2. Number of cases monthly, private agencies.
3. Amount of relief, public agencies.
4. Amount of relief, private agencies.
("3" and "4" are in dollars per month).
5. "1" + "2". 6. "3" + "4".

EMPLOYMENT IN ROCHESTER

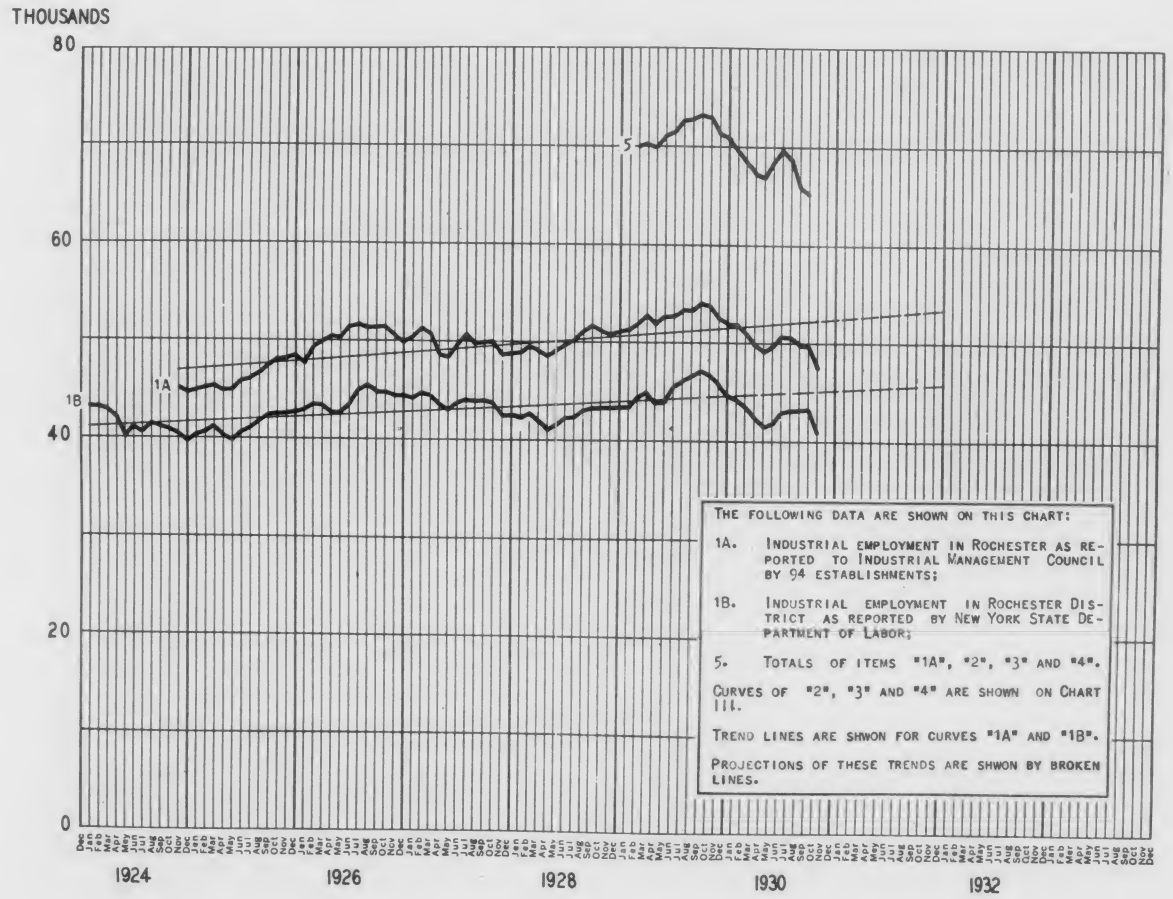
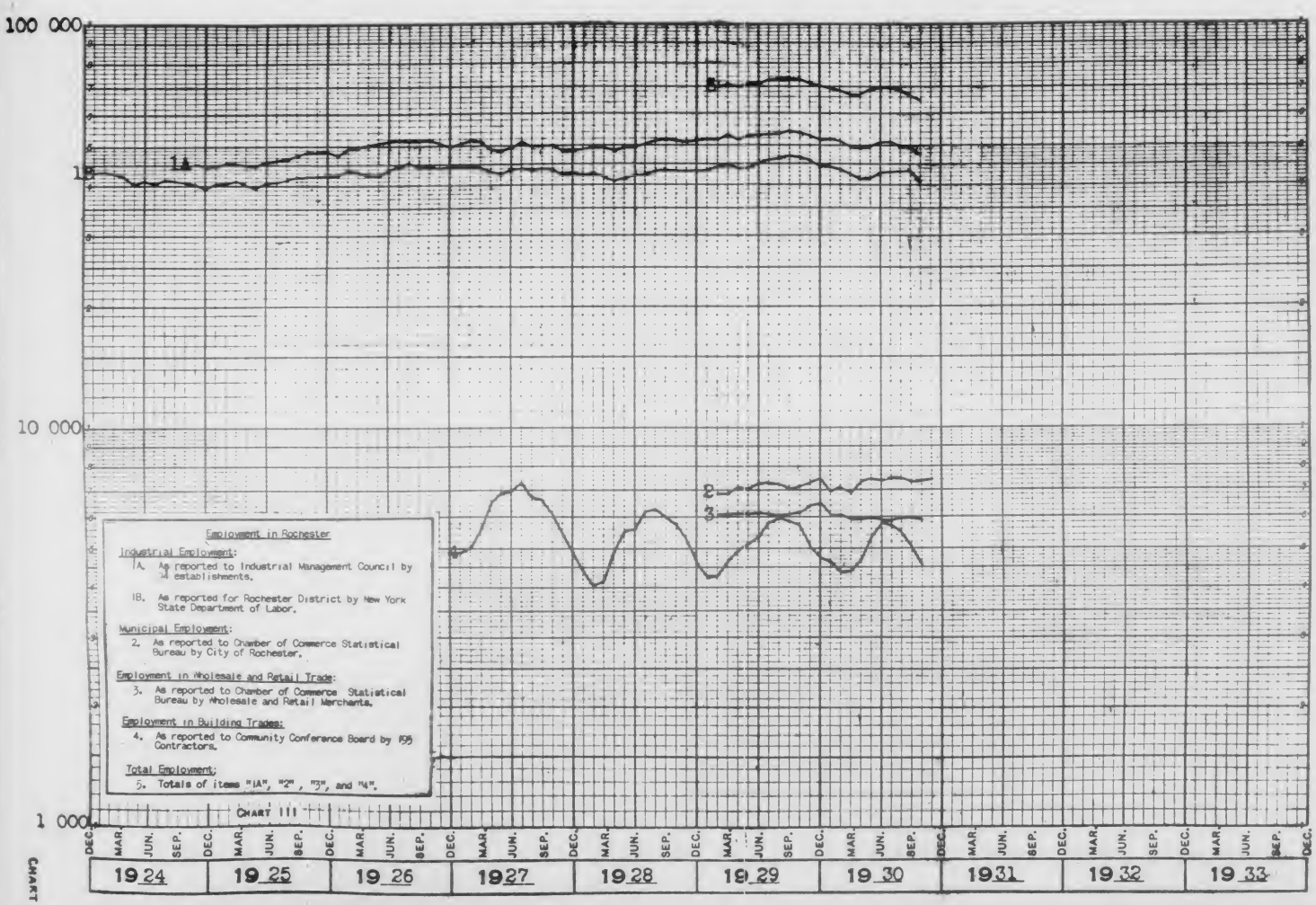

THOUSANDS
80
60
40
20
0
5
1A
1B
1924
1926
1928
1930
1932
THE FOLLOWING DATA ARE SHOWN ON THIS CHART:
1A. INDUSTRIAL EMPLOYMENT IN ROCHESTER AS REPORTED TO INDUSTRIAL MANAGEMENT COUNCIL BY 94 ESTABLISHMENTS;
1B. INDUSTRIAL EMPLOYMENT IN ROCHESTER DISTRICT AS REPORTED BY NEW YORK STATE DEPARTMENT OF LABOR;
5. TOTALS OF ITEMS "1A", "2", "3" AND "4".
CURVES OF "2", "3" AND "4" ARE SHOWN ON CHART III.
TREND LINES ARE SHWON FOR CURVES "1A" AND "1B".
PROJECTIONS OF THESE TRENDS ARE SHWON BY BROKEN LINES.

CHART II

CHART II


100 000
10 000
1 000
5
1A
1B
2
3
4
Employment in Rochester
Industrial Employment:
1A. As reported to Industrial Management Council by 34 establishments.
1B. As reported for Rochester District by New York State Department of Labor.
Municipal Employment:
2. As reported to Chamber of Commerce Statistical Bureau by City of Rochester.
Employment in Wholesale and Retail Trade:
3. As reported to Chamber of Commerce Statistical Bureau by Wholesale and Retail Merchants.
Employment in Building Trades:
4. As reported to Community Conference Board by 195 Contractors.
Total Employment:
5. Totals of items "1A", "2", "3", and "4".
CHART III
DEC. MAR. JUN. SEP.
1924
1925
1926
1927
1928
1929
1930
1931
1932
1933
CHART III

INDUSTRIAL EMPLOYMENT IN ROCHESTER

VARIATIONS FROM NORMAL BASED ON I.M.C. DATA

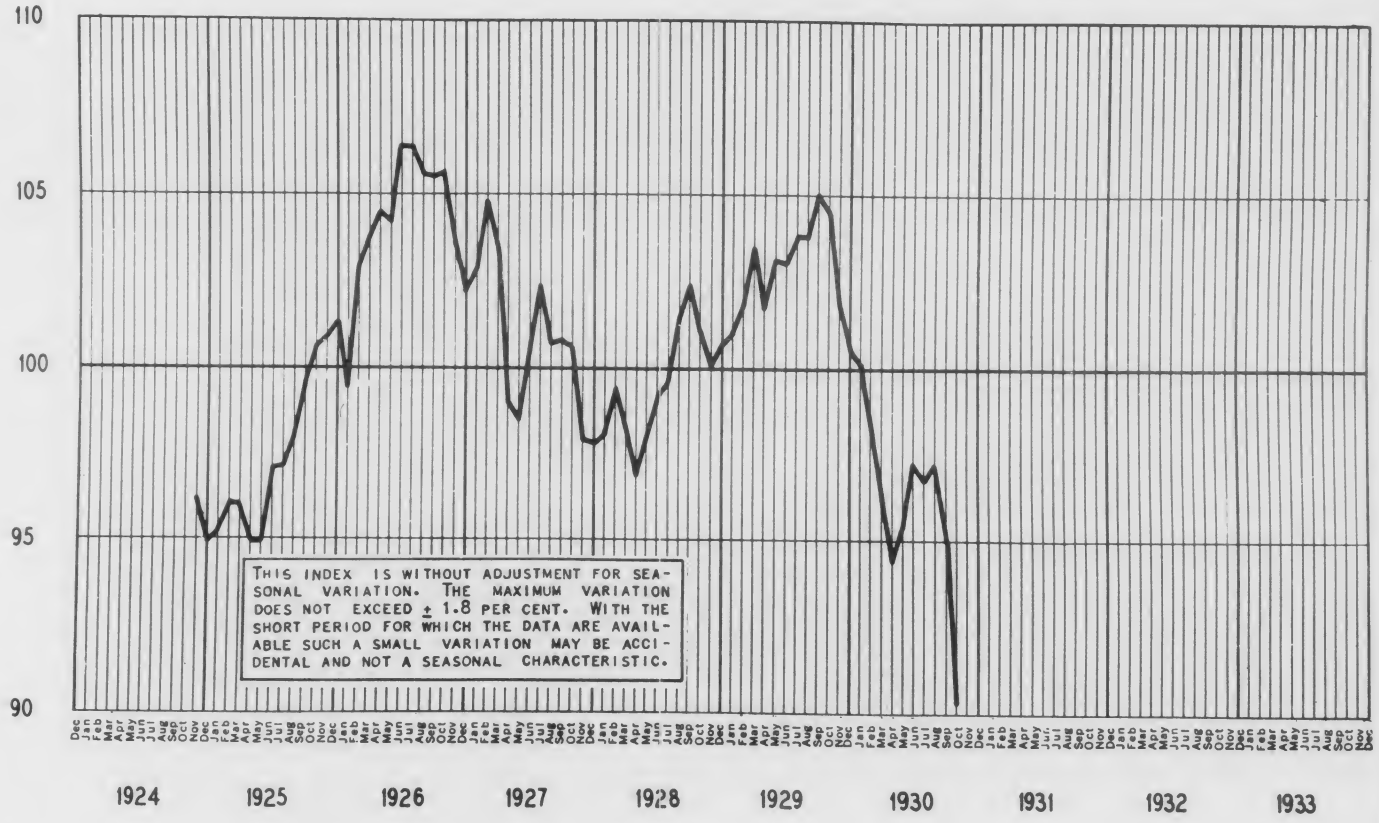


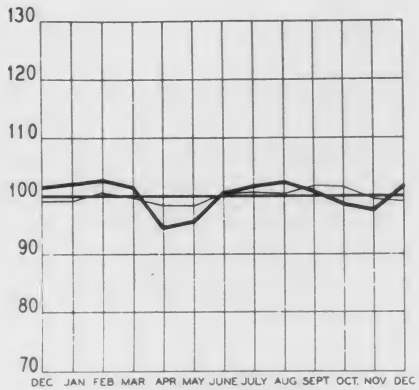
CHART IV

CHART IV

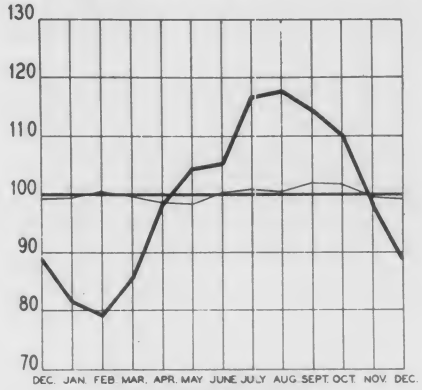
INDICES OF SEASONAL VARIATIONS OF EMPLOYMENT IN ROCHESTER

THE LIGHT LINE ON EACH CHART IS THE COMPOSITE INDEX OF ALL EMPLOYMENT INCLUDED IN I.M.C. DATA (AVERAGE EMPLOYES, 1929, 53,822)

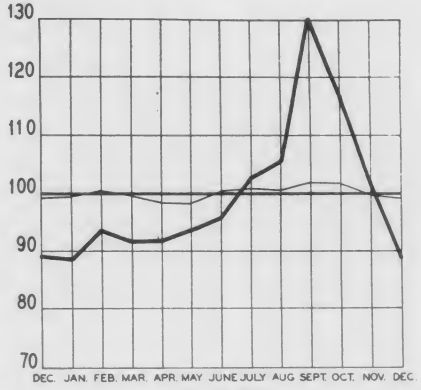
THE COMPOSITE INDEX "6" IS WEIGHTED, BASED ON AVERAGE EMPLOYMENT IN 1929 IN THE GROUPS INCLUDED.



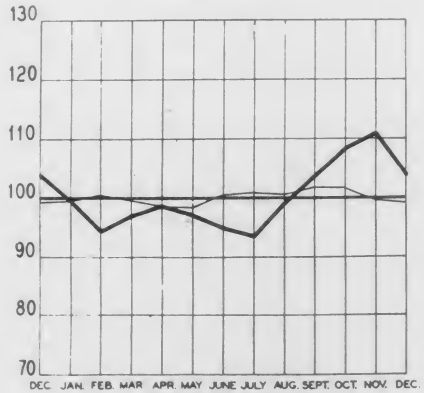
1. CLOTHING
AVG. EMP. 1929, 10 022



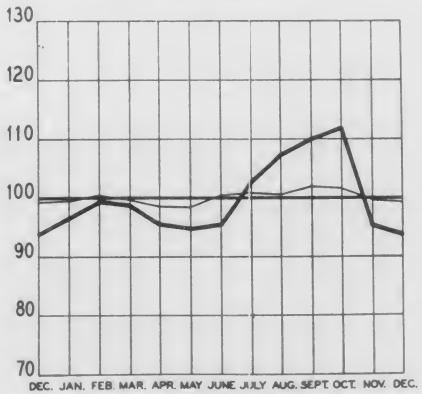
2. CONSTRUCTION
AVG. EMP. 1929, 5 125



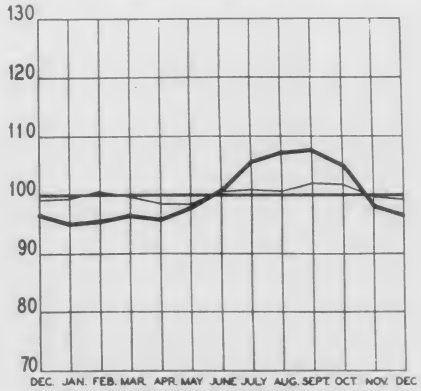
3. FOOD
AVG. EMP. 1929, 1,183



4. PAPER BOXES
AVG. EMP. 1929, 493



5. SHOES
AVG. EMP. 1929, 2,898



6. COMPOSITE OF 1, 2, 3, 4, 5.
AVG. EMP. 1929, 19 719

What Rochester Industries Have Been Doing to Stabilize Sales, Production, and Employment.

November 6, 1930

November 6, 1930

What Rochester Industries Have Been Doing To
Stabilize Sales, Production, and Employment.

L.

The Questionnaire.

For the Rochester Civic Committee on Unemployment, a questionnaire on Stabilization has been taken among Rochester manufacturers.

Six purposes were to be served by such a questionnaire:

1. To learn for the committee's study what factors against stabilization confront our manufacturers, individually, in group "lines", and collectively.

2. To learn what steps our manufacturers have attempted to overcome or avoid those factors against stabilization.

3. To learn what success they have obtained through their efforts to regularize and stabilize.

4. To learn how long since they began definitely to work for stabilization.

5. And then, to discover, if possible, from the answers to the above questions, what recommendations might be made to our manufacturers, individually, in their group "lines", and collectively, for a more successful stabilization than they have yet achieved.

6. To have the very questionnaire itself act as a starter to those who have not consciously begun to stabilize and as an accelerator to those who have been doing it and getting results.

The questionnaire was drafted by the Statistical Group of the Industrial Management Council and the Statistical Committee of the Civic Committee on Unemployment, and was checked over by the steering committees of the I.M.C. groups of Superintendents and Production Managers and the Employment and Personnel Managers.

The questionnaire was sent to 168 industrial concerns in various lines of manufacture, including machine shops, foundries, clothing plants, electrical equipment, photographic and instrument, woodworking, lithographing, paper box, and a number of others, employing approximately 63,000 of the 85,000 industrial workers in the city.

Replies were received from 69 companies employing approximately 41,000 persons. All groups are represented in these replies.

II.

What Factors Have Rochester Plants Been Contending against in their Effort to Stabilize ?

The factors which Rochester concerns have had to consider, often to overcome, in an effort to keep production on an even keel, are, according to the replies received from 46 firms employing approximately 34,000 workers:

1. Trade demands seasonal.
   38 companies report this as one reason why they have to use a number of methods to combat wide fluctuation in production.

2. Increased practice of hand-to-mouth buying by retailers, preventing the securing of orders far enough in advance of delivery demands to allow production to be placed on even month-after-month schedule.
   27 firms report this has developed as one of the major difficulties.

3. Steadily increasing necessity to hold inventories at minimum, to avoid
   (1) the danger of getting "loaded up" with large stocks of obsolete products, and
   (2) tying up of capital.

   18 companies find they have to depend on customers' orders and cannot to any large degree stock products.

4. Inability to secure materials for manufacture except in their particular season.
   12 manufacturers have found this a problem.

5. Inadequate storage facilities for perishable raw materials
   5 companies find they have to process perishable, seasonal raw materials immediately.

6. Customers' demand for specially designed products.
   8 report purely custom built product.

7. Trade demands abrupt style changes.
   6 reported they had to respond to such changes.

See Appendix I for examples of firms that meet difficulties in their efforts to stabilize.

III.

What Rochester Plants Have Been Doing to Keep their Equipment Busy and Achieve Maximum Operating Efficiency and More Profitable Operation with Continuous Employment of Workers.

Rochester industrial managers have maintained for years that steady employment for the worker, with uniform, week by week earnings, has far reaching effect upon the worker's economic independence, permits the maintenance of a high American standard of living, and promotes economic prosperity. Rochester's wage rate has been high compared with other industrial centers.

Efforts in Rochester plants to stabilize production and employment have been:

Sales forecasts,
Production scheduling,
Manufacturing to stock,
Standardization of product,
Diversification of product,
Elimination of Waste,
More intensive sales effort with more frequent contacts with the buyer,
Education of the public against seasonal buying,
Diversified training of the workers,
Deferred deliveries on speculative buying,
Overtime work for temporary increase in volume, and
Shortening of hours for temporary below-normal volume.
In some cases, concessions in price for off-season orders.

Two major methods were found to be outstanding among the majority of firms endeavoring to put their production and employment on an even month by month schedule.

1. Forecasting.
   22 have forecasted sales so that production budgets could be set up. Two of the essential requirements noted under this method were careful estimate of sales based on previous year analysis of minimum and maximum capacity with limits set for a normal and efficient use of men, methods and maintenance.
   18 were able to budget tentatively six months in advance.
   16 scheduled production budgets on approximately equal monthly basis throughout the year.
   12 made final production budgets at least three months in advance.

2. Educating the Buyer.
   13 have been inducing their customers to take products on installment shipments, thus enabling the plant to plan production on even keel week after week. One has been making special price concessions, including installment payments for off-season buying.

In addition, to these two major methods, 13 reported they budget their sales force, with extra incentives for off-season quotas. 12 created satisfactory means of storing seasonal raw materials. Three accumulated finished stock during off-season. One had its sales force make special trips; 11 developed other products for off-season production, which made for a more contented personnel, a higher quality in all products, a continued working period and a smoothness of operation.

During the present period of under consumption, a number of industries have tried staggering the employees' working schedules, shifting employees to other departments, increasing repair and maintenance work, cooperating with other plants in transferring employees for temporary work, shortening their working week, and in several instances resorting to the shorter working day, in an effort to keep from laying off any of their working force.

See Appendix II for examples of firms that show progress in stabilization.

IV.

Stabilization is not new. Good management has always "planned"; it has always tried to stabilize. Stabilizing, in the last analysis, is keeping one's self steadily at work if one has no employee - keeping busy one's employee if one has only one employee - keeping one's employees busy if they number tens or thousands. The old time farmer who put up fences in the fall and cut and hauled wood in the winter was a stabilizer or regularizer.

In the new age of specialization, of production, of the cost accountant, inventory's worst enemy, of high-powered salesmanship, of drives for the Christmas trade, for the Easter trade, for the spring demand, for fall demand, for the vacation demand - old time stabilization went by the board.

Through the inventive genius of this machine and process age and simplification of production, management became less dependent on tradesmen or even highly specialized skilled workmen. A skeleton organization maintained in slack periods was all that was necessary; it could be quickly multiplied to meet a seasonal increase.

However, management in the last several years has been increasingly conscious of the economic shortcomings, as a business proposition, of one-line seasonal product and has used its research facilities, engineers and other agents to get him supplementary products to manufacture, to the end that his whole organization, from selling to manufacturing, might be constantly employed on as nearly an even basis as possible. Occasionally, when stabilization was nearly effected, the engineer, or inventor, or research department would come forward with a new product that would quickly throw the concern into an unstabilized state again.

V.

Up to the present business depression with its acute employment problem, the prime objective of stabilization efforts here, and doubtless elsewhere, has simply been "good management", with the interest of the business predominant. In this, stabilization of the working force has been an accompanying factor.

In the present depression, as in no other similar period, the committee observes, the effort to stabilize has been dominated by a special interest in the employee. In normal times, stabilization has tended towards steadier employment of a limited working force; in such a time as the present, it has helped maintain a large working force to spread employment as widely as possible.

VI.

The record of Rochester concerns, embodied in this report, impressive as it is, should not be accepted as indicating that all these concerns, or any one of them, have done a complete job of STABILIZATION.

Rather, it should be taken as indicating that such concerns, having made a start, can do and should do more.

The committee would appeal to General Managers and those under them to study the record in this report, to review their respective problems, and redouble their efforts to STABILIZE.

Examples of Firms that Meet Difficulties in their Efforts to Stabilize.

Symington Company, manufacturer of railway specialties, electric and alloy steel castings, Nirosta heat corrosion and acid resisting castings, finds itself unable to forecast railway purchases with any certainty and budgets are only available one month in advance.

Willsea Works, manufacturer of special and automatic machinery, dependent on general business conditions and not affected by seasonal demands, has induced trade to take products on future delivery and installment delivery basis, but finds hand-to-mouth buying prevents it from forecasting sales or budgeting production to any extent.

Rochester Folding Box Company, manufacturer of folding boxes, lithograph-materials and corrugated boxes, reports that practically all its products are made to order. This company has endeavored to develop other products for off-season production and on many orders has induced the trade to take products on future delivery basis; it has made price concessions in the off-season, but, with all this, has been unable to forecast sales, or set up final production budgets much in advance.

Vogt Manufacturing Company, manufacturer of automobile fabrics, binding and trimmings, reports its product seasonal, subject to seasonal and abrupt style changes. Its product, it says, is made to order only in special color and design, and, in consequence, forecasting sales, budgeting production, or any of the usual practices in attempting stabilization have been of no avail against the seasonal use and seasonal demand.

Indian Splint Company, manufacturer of chairs, with a product subject to seasonal use and seasonal style changes, finds itself unable to forecast styles - forecast sales, or make tentative production budgets more than 30 days in advance in the effort to stabilize because of the demands for quick delivery of seasonal and new style products. Labor fluctuations have not been smoothed out but, on the other hand, have increased with the demand for new colors.

Schlegel Manufacturing Company, producer of silk, cotton and worsted narrow fabrics, automobile and casket fabrics and trimmings, finds its product subject to seasonal use, seasonal demand, seasonal buying, abrupt style changes, and that few, if any, of its articles can be rated as "standard". It finds it is impractical to manufacture to stock, to put sales force on quota basis, or to store raw materials much in advance of actual use. It has endeavored to develop products for off-season periods, but these have not eliminated the problem of unstable production budgets and fluctuations in employment.

Erie Foundry Company, manufacturers of gray iron castings, subjected principally to demand of local machine shops, says:

"A jobbing foundry can be compared only to a merchant tailor who produces his goods after measuring the customer. If we stock up on unordered castings, it is at the risk of losing everything except their scrap value. Nevertheless, we have run this risk to a considerable extent in order to keep the employees working and probably have lost not more than 10 percent of our castings stocked in so doing."

Hickok Manufacturing Company, manufacturing belts, buckles, garters and braces, says:

"The rapid changes in style trends plus the policy of periodical buying due to current economic conditions, has made it very difficult to operate on a sales and production budget, except in a limited sense."

Examples of Firms that show Progress in Stabilization, thereby keeping Fluctuation of their Working Force within Reasonably Narrow Limits.

Hickey Freeman Company, clothing manufacturers, instituted pre-season sales trips and its buyers arranged with the woolen mills to purchase at slightly reduced prices staple woolens for overcoating considerably in advance of the usual seasonal demand. These reduced prices, naturally, were passed on to the retailers ordering a part of their needs during the slack season. This enabled the mills to give off-season employment and provided the Rochester manufacturer with steady work in his overcoat plant.

The same company has developed a demand for trademarked fabrics, which enables it, profitably, to stock garments made from these fabrics. These trademarked fabrics are never sold at reduced prices, and, consequently, the company is able to "cut in for stock" during the low point in the production schedule. In addition, Hickey's stock blue suits, tuxedos, and other staple items. The company says: "According to figures available, the labor turnover in our plant is the smallest of any of the larger clothing manufacturers in the country, and our workers have had steadier employment than in any of the larger clothing plants, which accounts in some measure for our very small labor turnover. Since we are able to give our workers year around employment, we can obtain the best workers in the market, and once they do secure a position with us, they guard it very jealously."

The company however cautions readers not to "assume that it has been able to maintain as nearly ideal conditions, under the load of the present acute depression."

Davenport Machine Tool Company, largely dependent on general business conditions, has kept a large group of employees on full-time and later on part-time rather than let anyone off. It manufactures to stock and finds that a recent spurt of good business completely exhausted its completed stock at that time, but now has a quiet period again. "We will continue the same policy as we intend to use every effort possible to keep our employees working full-time if we can. If this is not possible, we will work as large a portion of the time as we can."

E.C. Brown Company, manufacturer of pumps and hardware specialties, has been able to forecast sales on previous year performance. By special sales trips, standardization of product, and by developing additional products to take up any slack time in off-season, it successfully forecasts production about one year in advance on approximately equal month by month quotas. Employment in this company has been stabilized to less than 1% in the period of 1924 to 1930 as against 220% in the period of 1911 to 1922. Inventories, it says, fluctuated more than before with sales about the same. Production costs have been lowered, fluctuation in labor practically eliminated, and labor turnover held to a satisfactory figure.

Robeson Rochester Corporation, table metal wares, electrical appliances and cutlery, finds that by forecasting sales, educating the trade to off-season buying, enlarging its warehouse facilities, and holding some large orders on installment deferred deliveries plan, it has been able to budget production approximately on equal monthly basis for six months in advance.

Enterprise Foundry Company, manufacturing furnaces, street and sewer drainage castings, sash weights, and general iron castings, has been able to reduce a wide fluctuation in employment due to seasonal demands by forecasting and budgeting production and the storage of both raw and finished materials. "We are working on a budget plan for 1931 and expect to improve on results already obtained."

Lawyers' Co-Operative Publishing Company, one of Rochester's oldest printing companies, reports it has been working toward stabilization "since the memory of man runneth not to the contrary". This company's labor fluctuation is negligible and its turnover figure one of the lowest in the city.

A Rochester manufacturer of women's shoes started 20 years ago extra dating for 30 days when orders were placed 60 days or more in advance of shipping date. Production in this company has been regularized so final budgets are prepared six months in advance.

Kalb Shoe Manufacturing Company, Inc., manufacturer of children's shoes, says: "Stabilization, as suggested through your outline of questions, has been our general policy during the last three years. Previous records are not available but 'seasonal' changes before that time were very extreme, with sharp changes in labor turnover, inventory and production costs. However, large seasonal orders by wholesalers are a thing of the past, and they as well as chain groups, are looking to the manufacturer as the party responsible for prompt delivery on their requirements, from shoes carried 'in stock'."

Taylor Instrument Companies, manufacturing instruments for indicating, recording and controlling of temperature and pressure, barometers, thermometers, sphygmomanometers and various meteorological, medical and household instruments, report that they have so augmented their line over the years, that any seasonal demand or irregularity in production has been fairly well ironed out, and forecasting, combined with scheduling has reduced the seasonal or cylic swings to a minimum.

The present below-normal business recession, they report, has caused the companies to place some of their departments temporarily on a shorter working week; but labor fluctuation to any extent is probably a thing of the past; they say, in anywhere near normal times.

General Railway Signal Company, manufactures and installs railroad signaling and interlocking devices, a highly specialized engineering jobbing business, subject to special design and layout on major installations. It can stock some semi-finished products for renewal and maintenance orders. Business is not seasonal but affected by prosperity of railroads. Effort has been made to stabilize employment and keep organization by transferring men from department to department; from manufacturing to road installation work and vice versa; and by changing weekly schedule of hours.

Gleason Works, makers of machine tools and gears made to order, finds it has successfully forecast sales and established production budgets so that equal month by month production quotas have been set up definitely three months in advance; tentative schedules are available seven months in advance. New design and development of other products during the off-season period in addition to an adequate storage of all raw materials have made it possible for the company to keep its employees on and to have very little employee turnover, except in times of deepest business depression.

Eastman Kodak Company, Rochester's largest industry.

(a) Kodak Park Works, manufacturers of sensitized photographic products and chemicals, has been applying an ever increasing number of methods in an effort to create a stable year around production schedule leading to the establishment of an intensive plan to stamp out wide fluctuations amounting to 50% in sales, 9.6% in employment. In the year 1929, employment fluctuated less than 1% from the average although sales in this period showed the same wide seasonal variation as in the earlier period. The methods used include forecasting sales, budgeting production total six months and 12 months in advance, with final budget prepared 30 days in advance; to give full load for available equipment at maximum operating efficiency, it developed additional products for off-season production and accumulated stocks of finished goods in the off-season. Labor turnover is about one-third of what it was in the earlier period and is very low.

(b) Camera Works, manufacturing cameras and accessories, whose product is subject to seasonal use and abrupt seasonal style changes, developed sales forecasts, production budgets, found satisfactory means of storing seasonal raw materials, and accumulated stock of finished goods in the off-season, all of which have played their part in improving the company's situation with respect to fluctuation in number of employees, bringing it down to 2.3% in the years 1927 to 1929, inclusive. The employee turnover in this plant has shown distinct improvement.

Cutler Mail Chute Company, manufacturers of the Cutler Mailing System, subject to seasonal and irregular buying, find they can forecast sales and set up tentative budgets one year in advance; final budgets are agreed upon six months in advance. Following these applications of methods to stabilize, they report: "In spite of the fact that our sales from month to month vary greatly, we have maintained practically the same force of men at the factory for two years, the difference between the greatest number employed and the smallest number employed during the time being only 5%. Careful study of future requirements enables us to stock materials in slack time for use when demand increases."

Stromberg Carlson Telephone Manufacturing Company, manufacturers of telephones, switchboards and parts, radio receivers, loud speakers, associated equipment, has many products subject to seasonal buying and abrupt style changes. By applying sales forecasts, tentative budgets, developing other products for levelling production, inducing trade to take future deliveries, finding satisfactory means of storing raw materials, it has been able to set up definite production budgets four months in advance. It reports: "It has been our policy for years to endeavor to provide continuous employment for the bulk of our employees and our efforts have been uniformly successful. This has been practiced for so long, no 'before' and 'after' period can accurately be designated. We build up our stocks during slack periods, transfer employees to other work, and use every expedient to keep them busy."

Trimble Nurseryland Furniture Inc., manufacturers of "Kiddie Koops", baby baths, and "Nurseryland" furniture, say they have been able through forecasting sales and developing adequate facilities for storing raw materials to stabilize so they are able to budget production on approximately equal monthly basis for at least three months in advance.

Defender Photo Supply Company, manufacturing photographic sensitized paper and photographic chemicals, after a study of its problem, has been able to stabilize its employment since 1923 at 52% fluctuation to a fluctuation of approximately 20% in 1929. Irs report says: "Our results are mainly due to introducing additional products. In other words, we have added to our line and are now maintaining better average monthly sales and nearly uniform employment over the year."

Bausch & Lomb Optical Company, Rochester's second largest industry, manufacturers of eye glass and spectacle frames, mountings and lenses, and ophthalmic and scientific instruments, has during the last several years operated under a complete master budget system and control.

A function of this system was to stabilize production and labor throughout the year. As sales of all of the company's products have their seasonal variation, and in some cases extreme variation, stabilization could only be accomplished through definite predetermined forecasts and planning. In addition, the company augmented its line through new products, increased facilities for storing raw materials; and, carefully estimated its standards of labor performance.

As a result of such stabilization, the labor fluctuation has changed from 29% in 1925 to 5% in 1929 between the minimum and maximum period. This has increased the good will among employees; given constant employment to skilled labor; improved quality and service; and, reduced many factory overhead expenses, particularly tool and machinery repairs.

In all, results of a most satisfactory nature have been accomplished through the use of a quota system or master budget. The budget affords complete cooperation throughout the entire plant and is designed to coordinate the entire operations of the business, inclusive, through raw material purchases, production, labor, costs, expenses, sales, profit and loss, balance sheet and cash budget.

A Rochester manufacturer of stoves and heating appliances says he makes intensive efforts to sell in the off-seasons, offering deferred payment inducements, but observes that they are no longer as effective as they were, partly because of the designs of his products are constantly changing and because hand-to-mouth buying has been accentuated by trade association headquarters which now give dealers advice about when, and when not, to buy. However, his company does forecast, sets its tentative budget six months and its definite budget three months, in advance.

Pfaudler Company, manufacturers of glass enameled lined steel tanks, containers and process equipment, subject to seasonal buying, put its sales force on quota basis with extra incentive at the low season, developed new products for the off-season, and established trade connections with different types of industries whose seasonal peaks come at different times. This has made it possible to reduce its production schedules to a more uniform month-by-month figure with the resulting fluctuation in employment at less than 30% between maximum and minimum.

Richardson Corporation, manufacturer of fruits and syrups for soda fountain dispensing, has been able to store raw materials and manufacture other raw materials, to a point where they can be stored for future use, has induced the trade to take production on future delivery basis, and has developed a few products for off-season production. Its fluctuation in employment is no longer dependent on seasonal raw materials but varies slightly with demand for semi-perishable finished products.

Bastian Bros. Company, manufacturers of badges, pins and other advertising novelties in leather, metal and celluloid:

"Our products are almost entirely custom-made. In addition, the demand for them is highly seasonal. These two factors have for years been compelling forces in our organization towards stabilization of production and employment.

"First, we have attempted reduction of turnover by introducing new lines, to give us a peak load in one line when we would have low point in another line. This has helped us keep the majority of our help steadily at work.

"Second, we have been able to shift employees, especially women employees, from work on one product to work on another product. In some instances, we have been shifting them from one department to another. However, we have had many instances where the employee - most of our employees are skilled in their particular line - preferred to lay off rather than work on another manufacturing operation with which they were not familiar. In times when production would be off in one or several lines, we have had a 'flying squad' report each morning for assignment to work where extra people were needed.

"Third, we have also used deferred orders to fill in any low points, by starting manufacture of orders six months ahead. The finished order is either stored for customers' release or shipped with a delayed billing date."

Levy Bros. Adler Rochester, Inc., manufacturers of men's clothing, subject to seasonal use, seasonal buying, abrupt style changes, and inability to secure raw materials ahead of style demands, finds it has been able to forecast sales and make tentative production budgets only to a limited extent. Definite production budgets are only prepared one month in advance with tentative schedules laid down 60 days ahead of actual production. The company reports that it has made "quantity" price concessions on orders with restriction of minimum quantities; such orders must be placed in advance of the opening of its regular line. This plan usually enables the company to keep its shops fairly busy during the normally dull period.

Sargent & Greenleaf, lock manufacturers, three years ago intensified its management program by budgetting product, budgetting sales, increasing per man productivity, keeping an extremely close scrutiny of personnel in all departments and maintaining a constant campaign for the elimination of waste in management, purchasing, production, maintenance, materials, etc.

Respectfully submitted,

Statistical Committee
INDUSTRIAL MANAGEMENT COUNCIL

A. H. Robinson, Chairman
Frank Carr,
H. C. Deffenbaugh,
R. E. Foster,
Howard Harding,
Pierre Hoag,
Joseph Lillich,
Dwight Vandevate,
A. J. Zimmerman,

STABILIZATION COMMITTEE,
CIVIC COMMITTEE ON UNEMPLOYMENT:

James E. Gleason, Chairman
John P. Boylan,
M. B. Folsom,
F. L. Greeno,
M. B. Hayes,
William C. Hussey,
D. N. Ives,
J. L. Meyers,
E. S. La Rose,
Robert Menzie,
Theodore H. Pevear,
C. Arthur Poole,
Meade B. Rappleye,
R. W. Waldron,
William F. Washburn,
A. E. Crockett, Secretary

CIVIC COMMITTEE ON UNEMPLOYMENT

FAY BUILDING, 28 SPRING STREET
ROCHESTER, N.Y.
Telephone MAIN 6838

November 24, 1930

Executive Committee
HENRY H. STEBBINS, JR.
Chairman
MEYER JACOBSTEIN, PH. D.
Vice-Chairman and Treas.
WILLIAM C. BARRY
HERBERT W. BRAMLEY
MARION B. FOLSOM
JAMES E. GLEASON
OSCAR W. KUOLT
WILLIAM E. WELD, PH. D.
W. EARL WELLER
ROLAND B. WOODWARD

S. PARK HARMAN
Executive Secretary

Members
THE EXECUTIVE COMMITTEE
AND
MRS. HENRY G. DANFORTH
MISS HELEN W. POMEROY
HARRY J. BAREHAM
RABBI PHILIP S. BERNSTEIN
SEN. COSMO A. CILANO
A. E. CROCKETT
M. H. EISENHART
GEORGE G. FORD
ADAM FELERSKI
FRED GLEASON
MAX L. HOLTZ
SOL HEUMANN
WILLARD A. MARAKLE
RT. REV. J. FRANCIS O'HERN
HENRY D. O'CONNELL
REV. ORLO J. PRICE
HON. HARLAN W. RIPPEY
JOHN P. SANDERSON
CHARLES WINSLOW SMITH
HON. J. B. M. STEPHENS
STEPHEN B. STORY
HARRY P. WAREHEIM
S. WIRT WILEY

The importance of each employer in this district using as many emergency measures as possible in times like these is emphasized time and again in every community throughout the land.

The more workers on pay rolls, even part time, the more spending power is released for purchasing goods or paying bills. This helps to stimulate more trade activity and improves general conditions.

We are sending you these revised and restated emergency measures with the hope that you may receive some idea of how you can further help in this stimulation process.

These measures have all been tried and have proven helpful in many establishments in Rochester.

1. If production or work must be curtailed, keep as many of your regular work force on as possible b
   a. shortening the week or the hours per day
   b. rotating the work force - keeping part of force busy for definite periods.

2. If a lay-off is necessary, consider the number of dependents in deciding upon who is to be laid off.

3. If a lay-off is necessary, try to give at least a weeks notice to workers affected.

4. If positions are vacant, give preference to those who have dependents and who are residents of Rochester and vicinity.

5. Instead of using some of the force for overtime, use additional temporary work force.

6. Do all possible maintenance and repair work, painting, cleaning, etc., by workers who otherwise would be released or by men out of work.

7. Do all possible alterations or construction work during slack times.

8. Special sales efforts, price inducements and special advertising have produced a considerable volume of orders in several factories and stores.

9. Produce for stock to meet your peak season, to the limit of economic prudence.

10. Let your department heads have a share in the responsibility of keeping as many as possible of your regular force at work.

11. Carefully check over and forecast your employment needs for the next two to five months and where possible personally tell your employees of the minimum employment they can expect over that period. Assurance of income will do more to stimulate normal buying for needs than any other action.

This program to promote prosperity is spreading through the country. Perhaps in your own business you have already put into effect some or all these eleven points. A number of Rochester enterprises have. In any event, we suggest that you call together - now - the various department heads concerned, give them this program to carry out to the very limit of business prudence, and then lend your influence to get other business executives to do the same thing.

Let's all of us get a two-fisted grip on this employment situation and give it a right about face - to prevent a further increase of actual want and suffering here in Rochester, to safeguard the welfare of our own employees, and to promote prosperity for all business, our own included.

Additional copies of these emergency measures will be gladly supplied on request. Your comments, questions, reports of action taken, and results secured are invited.

Sincerely yours,

JAMES E. GLEASON

Chairman, Manufacturers' Council and
Subcommittee on Stabilization
Civic Committee on Unemployment

AN UNEMPLOYMENT ANALYSIS - JEWISH WELFARE COUNCIL, ROCHESTER CATHOLIC CHARITIES, SOCIAL WELFARE LEAGUE, MONROE COUNTY DEPT. OF CHARITIES, CITY DEPT. OF CHARITIES, WORLD WAR RELIEF, G. A. R.

July 1930

I -

Agency	Male	Female	Total
Jewish Welfare Council	30	5	35
Rochester Catholic Charities	110	8	118
Social Welfare League	51	2	53
Monroe Co. Dept. Public Welfare	51	28	79
City Dept. Public Welfare	334	2	335
World War Relief	353	17	370
G. A. R.	156	53	209
TOTAL	1085	115	1200

II -

Agency	Under 20 M	Under 20 F	20-25 M	20-25 F	25-30 M	25-30 F	30-40 M	30-40 F	40-50 M	40-50 F	over 50 M	over 50 F	Doubtful M	Doubtful F
Jewish Wel. Co.	2	2	5	2	1	0	4	1	12	0	6	0		
Roch. Cath. Char.	2	0	13	0	25	3	33	1	26	3	8	1	3	0
Soc. Wel. League	0	0	2	0	9	0	14	2	15	0	6	0	5	0
Mon. Co.Dept.Pub.Wel.	11	7	3	4	3	1	9	4	14	6	11	5	0	1
City Dept.Pub.Wel.	0	0	6	0	15	0	85	0	120	0	108	2		
World War Relief	0	0	0	0	0	1	275	11	65	2	3	2	10	1
G. A. R.	2	0	12	0	29	5	39	5	33	16	41	27		
TOTAL	17	9	41	6	82	10	459	24	285	27	183	37	18	2
PERCENT	.014	.008	.034	.005	.07	.008	.38	.02	.24	.02	.15	.03	.015	.003
"	.02		.04		.077		.40		.26		.183		.02	

III -

Agency	Unemployed	Part Time Employed
Jewish Welfare Council	32	3
Roch. Catholic Charities	84	34
Social Welfare League	33	20
Mon. Co. Dept. Public Welfare	73	6
City Dept. Public Welfare	336	0
World War Relief	314	66
G. A. R.	209	0
TOTAL	1071	129
PERCENT	.89	.11

DEPENDENTS

Agency	No.	Families	Average
Jewish Welfare Council	108	35	3
Roch. Catholic Charities	390	118	3.4
Soc. Welfare League	183	53	3.4
Mon. Co.Dept. Public Welfare	198	79	2.5
City Dept. Public Welfare	1543	336	4.6
World War Relief	1087	370	3.4
G. A. R.	561	209	2.7
TOTAL	4070	1200	3.4

DEFECTS

NO.	PERCENT	NATURE
3		Hard of hearing
5		Deaf
8		Poor eye sight
2		Blind
8		Strained back
6		Flat feet
25	1%	Crippled (totally or partially)
3		Head injury (1 silver plate in head)
2		Defective speech
1		Loss of index finger
1		" " 4 fingers
1		" " 3 fingers
17		Mental defective
1		Periodic insanity
4		Epileptic
3		Rheumatic
7		Cardiac cond.
4		Sinus
12		Hernia
1		Goitre
23	1%	Tbc.
2		Diabetes
2		Arthritis
3		Neuritis
3		Ulcers of stomach
1		Malaria
2		Kidney Cond.
2		Throat cond. affecting voice
3		Asthma
1		High Blood pressure
42	1.8%	Poor health (nervous, not strong, etc.)
1		Bronchitis
1		Painters Colic
1		Shortness of breath
25	1%	Intemperate

226 Total

18.8% of total cases reported.

TRADES

SKILLED WORKERS

No.	Percent	Trade
7		Auto Mechanic
1		Auto finisher
1		Boiler maker
1		Blacksmith
1		Bookkeeper
1		Binder
3		Baker
4		Barber
1		Butcher
3		Car washer
31	2.5%	Carpenters
1		Carpenter & mason
3		Carpenter & painter
11	1%	Cook
1		Chef
1		Cable splicer
2		Cement worker
1		Crane operator
1		Chair maker
1		Draftsman
8		Dress maker
1		Dry cleaner
2		Electrician
3		Engineer
1		Floor layer
1		Furniture finisher
6		Gardner
1		Glass worker
1		Inspector
4		Iron worker
1		Leather worker
2		Last maker
4		Lathe hand
2		Lithographer
24	2%	Mason
27	2.3%	Machinist
3		Maintenance
4		Mechanic
1		Metal lather
1		Metal buffer
2		Moulder
4		Musician
1		Nurse
1		Optical worker
36	3%	Painter
7		Painter & decorator
1		Paper hanger
1		Pipe fitter
227		

No.	Percent	Trade
227	(carried forward)	
3		Plumber
1		Piano tuner
1		Postal clerk
1		Piano maker
5		Presser
1		Riveter & boiler maker
2		Saw filer
3		Sheet metal worker
4		Shipping clerk
1		Sprayer
4		Stationary engineer
3		Steel worker
2		Steam fitter
3		Stove mason
46	4%	Tailor
9		Tinsmith
1		Tool & die maker
1		Tile worker
2		Upholster
5		Woodworker
325	TOTAL SKILLED WORKERS	

SEMI-SKILLED WORKERS

No.	Percent	Trade
1		Attendant
3		Assembler
2		Buffer
1		Basket maker
5		Brakeman
1		Cap maker
2		Candy maker
10		Clerk
1		Collector
5		Drill press operator
53	4.5%	Factory worker
5		Farmer
2		Film maker
1		Fireman
1		Foundry worker
1		Furnace man
1		Grinder
29	2.5%	Housework
1		Huckster
114		

TRADES

SEMI-SKILLED WORKERS (con't)

No.	Percent	Trade
114	(carried forward)	
32	2.5%	Laborer
2		Laundry worker
2		Machine hand
1		Macaroni maker
1		Orderly clerk
1		Packer
1		Polisher
3		Practical nurse
7		Punch press operator
3		Roofer
1		Saleslady
1		Salesman
49	4%	Shoe worker
1		Street car conductor
1		Time keeper
29	2.5%	Truck driver
249	TOTAL SEMI-SKILLED WORKERS	

UNSKILLED WORKERS

No.	Percent	Trade
1		Bell hop
1		Cartman
1		Car washer
2		Carpenter helper
1		Char women
34	3%	Chauffeur
5		Day worker
2		Elevator operator
2		Ice worker
5		Janitor
416	34.6%	Laborer
1		Maid
[illegible]		Newsboy
[illegible]		Odd jobs
1		Orderly
9		Porter
1		Usher
4		Waitress
488	TOTAL UNSKILLED WORKERS	

MISCELLANEOUS

No.	Percent	Trade
1		Contractor
1		Grocer
3		Insurance agent
1		Junk dealer
1		Produce business
5		Teamster
12	TOTAL	

COLUMBIA UNIVERSITY LIBRARIES
0044262361

MSH 01824

NEH MAY 16 1939

JUL 28 1939

END OF
TITLE